




Financial
Performance

Financial Performance Summary

OBJECTIVES	PERFORMANCE	COMMENTS
Achieve pre-tax profit margin of 4.75% by end of FY 2018/19. (With a min of 50% return to Shareholder)	✓	HTS achieved 4.8% at the end of FY 2018/19.
Borrowing ratio of less than 70% by end of FY 2018/19	✓	Borrowing ratio stands at 47%.
Acid ratio in excess of 1.00	✓	Acid ratio is 1.20 at the end of FY 2018/19.
Minimum cash reserve of £0.5m by end of FY2018/19	✓	Exceeded target with £0.9m at the end of 2018/19.
Deliver cashable and non-cashable year on year efficiencies	✓	Achieved Objective.
Deliver a competitive and profitable (minimum margin of 5%) £5.8m capital works programme by end of FY 2018/19	✓	Achieved Objective.

**Business
Growth**

Business Growth Summary

OBJECTIVES	PERFORMANCE	COMMENTS
By end of FY 2018/19 deliver external third-party profit of £22.5k before tax.		HTS have exceeded this target at £119k before tax.
By end of FY 2019/20 deliver external third-party profit of £67.5k before tax.		Data to be provided when information available.
By end of FY 2020/21 deliver external third-party profit of £135k before tax.		Data to be provided when information available.

Culture Performance Summary

OBJECTIVES	PERFORMANCE	COMMENTS
Invest 500 working days (60k) per annum in corporate social responsibility	✓	HTS have achieved target with a contribution of £71k and 553 working days.
To ensure that employees on average receive three days training per annum	✓	Objective achieved with 4.08 training days per annum.
Recruit a maximum of 10 apprentices in line with business needs.	✓	Objective achieved in line with business need.
An agreed-upon succession plan	✓	Achieved Objective
Minimum 60% return rate of staff satisfaction surveys with a satisfaction rate >60%.	✓	Staff satisfaction surveys carried out in February 2019 with 72% returns.
Place the customer experience at the heart of how HTS operates	✓	Achieved Objective with an increase in plaudits/customer satisfaction and a reduction in complaints.
Illustrate an innovation driven and entrepreneurial culture	✓	Achieved Objective
Equality and diversity: <ul style="list-style-type: none"> • Gender Pay Gap • Social inclusion model (CIC)/partnerships with local community organisations • Disability Confident Champion (level 3 status) 	✓	Achieved Objective